



# **HUMAN RESOURCE DEVELOPMENT IN INDIAN RAILWAYS**

**DISSERTATION**

**SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS  
FOR THE AWARD OF THE DEGREE OF**

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**IN**

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**BY**

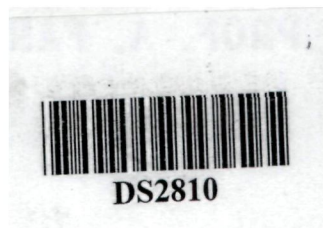
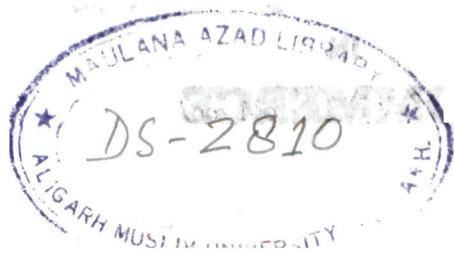
**MAHBOOB AHMAD**

**UNDER THE SUPERVISION OF  
PROF. A. FAROOQ KHAN**

**DEAN & CHAIRMAN**

**DEPARTMENT OF COMMERCE  
ALIGARH MUSLIM UNIVERSITY  
ALIGARH (INDIA)**

**1995-96**



**DEDICATED  
TO MY  
LOVING PARENTS**

**Prof. A. FAROOQ KHAN**  
D.B.A., M.B.A. (Aston, Birmingham)  
M.Com., Ph.D., F.R.F. (Philadelphia)  
CHAIRMAN



Phones } External : 400861  
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          STD Code—0571  
**DEPARTMENT OF COMMERCE**  
**ALIGARH MUSLIM UNIVERSITY**  
**ALIGARH—202 002**  
**(INDIA)**

**DATED: 12.4.1996**

**CERTIFICATE**

**This is to certify that the M.Phil  
dissertation entitled "Human Resource Development  
in Indian Railways" submitted by Mr. Sahboob Ahmad,  
has been completed under my supervision. To my  
knowledge this is his original work and is suitable  
for submission for the award of the degree of  
Master of Philosophy in Commerce.**

  
**(PROF. A. FAROOQ KHAN,  
CHAIRMAN  
SUPERVISOR**

**AFR02/\***



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*Mahboob Ahmad*  
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## **PREFACE**

## P R E F A C E

In every part of the world, there is greater emphasis on the Human Resource Development, because experience shows that the adequacy of quality of human resources mainly determines the rate of economic progress in a country. The story of the rise of man from ancient days to the present day civilisation is the history of resource development. And the bulk of resources are the result of a human ingenuity aided by acquired knowledge and experience. I believe the human resources as the mother of other resources, and I am also in firm belief that the development of potentialities of human beings are the theme of Human Resource Development or to bring out the best in man is the essence of Human Resource Development.

### 1) Importance of Human Resource Development

"Man Power" or human resource may be thought of as "the total knowledge, skills, creative abilities, talents and aptitudes of an organisation's workforce, as well as the values, attitudes and benefits of an individual involved. It is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and attitudes of the employed persons" .

No sector, whether, public or private can be rendered efficient so long as the basic fact remains

unrecognised, that it is principally human. It is the most valuable asset of an organisation because it is the mother of all other resources. It is not a mass of machines and technical processes, but a body of man. It is not a complex of matter but a complex of humanity.

It is infact an important economic resource covering all human resources organised or unorganised, employed or capable of employment, working at all levels - supervisors, executives government employees "blue" and white collar workers, managerial, scientific, engineering, technical, skilled or unskilled persons, who are employed in creating designing, developing, managing, and operating productive and service enterprises, and other economic activities. Human resources are utilised to the maximum possible extent in order to achieve individual and organisational goals. An organisation performance and resulting productivity are directly proportional to the quality and quantity of its human resources. Henceforth, the human, working in that industry needs the utmost importance.

#### ii) Statement of the Problem

Human resource Development in contemporary times is highly complex, sophisticated and difficult. The momentous changes taking place in education, science, technology, management, business and society have tendered

many age old concepts and stereo-types obsolete. The human resources planner should have some understanding of the new perspectives both with regard to the challenge of change and the changing attitudes of people.

People are essentially self managing in other words while other resources are managed by people, human resources are managed by themselves. People themselves decide about the nature, time and place of their employment and people react to the changing conditions and to the techniques of management unlike money, material and machine. Further in the present day industries where the principles of democracy influence the management of labour, the relation between employees and employer's is conceived of "as a partnership in a constructive endeavour to promote the satisfaction of the economic needs of the community in the best possible manner" .

In nutshell, human resource is both a critical input and goal centre of the development process. As an input it designs, engineers, organises and controls its machines, as the goal centre, it motivates, facilitates and stimulates progress. The challenges of the human resource development are, as consequence, the challenges of the total development process not only economic but also social and technological.

### iii) Objectives of the Study

The objectives of the study are as follows :

1. To study the conceptual framework of Human Resource Development.
2. To study the organisational structure, analyse the recruitment and selection modes of Human Resources Development in Indian Railways.
3. To analyse and review the development of Human Resources in Indian Railways.
4. To examine the development of Indian Railways during Five Years Plans and impact of Human Resource Development on the efficiency of Indian Railways.
5. To identify the problems and suggest suitable measures for the development of Human Resource Development in Indian Railways.

### iv) Scope of the Study

Keeping in view the above noted importance and problem of Human Resources Development it was felt necessary to make a micro study of the role of H.R.D. in Indian Railways. This study is first of its kind in nature which provides factual informations about the development of H.R.D. in Indian Railways.

**v) Research Methodology**

The present study is based mainly on secondary data. The data and the relevant statistics for this study have been collected from different sources. Information has been gathered from the Railway Board Library, I.I.P.A. Library Baroda House Library New Delhi, Maulana Azad Library, Aligarh Muslim University, Aligarh, the Seminar Library of the Department of Commerce, Aligarh Muslim University, Aligarh and various other libraries.

Manuals, codes, office procedure legislation, Annual Reports, proceedings of the Board meetings, year Books, Railway Budget and Accounts have been used. Reports of the Administrative Reforms Committee, the Annual Administrative Reports published by the Board and various other publication have also been consulted.

**vi) Presentation of Study**

The present study has been divided into five chapters. The first chapter deals with the meaning, definition, concept aspect, strategy and need for Human Resource Development and review of literature.

The second chapter deals with the structure of human resource engaged in Indian Railways their recruitment and selection in Indian Railways.

The third chapter presents training and development of human resource in Indian Railways including several welfare schemes.

The fourth chapter is devoted to detail study of Indian Railway development from the Five Year Plan till now.

The fifth chapter contains the Conclusions and Suggestions.

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**CHAPTER - I**  
**HUMAN RESOURCES DEVELOPMENT**  
**A CONCEPTUAL FRAMEWORK**



## **CHAPTER - I**

### **HUMAN RESOURCES DEVELOPMENT — A CONCEPTUAL FRAMEWORK**

Under traditional theory the human resource was considered as an element of cost of production or distribution but today it is recognised as the most valuable resource of a business on which its future prosperity depends. Infact entire focus in an organisation is on human qualities.

#### **Meaning of Human Resource Development**

Human Resource Development means essential capital and assets on an organisation. Real H.R.D. means to enable one to stand on one's own legs. For the Human Resources Development we must have life building, man making character making and assimilation of ideas. And this is the prescription how human resource can be develop and utilised for the greatest good of the greatest number society. This approach is based on Indian Philosophy culture and heritage.

#### **Definition of Human Resource Development**

Human Resource Development may be defined as a process in which the employees of an organisation are continuously helped in a planned way to -

- a) acquire or sharpen capabilities required to perform various tasks and functions associated with their present or future expected roles,

- b) develop their general enabling capabilities as individuals so that they are able to discover and exploit their own inner potential for their own and/or organisational development purposes, and
- c) develop and organisational culture where superior subordinate relationship, team work and collaboration among different sub-units are strong and contribute to the organisational health, dynamism and pride of employees.

Dr. Tarkeshwar P. Maitin<sup>1</sup> has defined the Human Resource Development as a cooperative effort. It is the efficiency and effectiveness of individuals which contributes to the success of an organisation. All the workers are equitable partners of a collective force. To ignore even one of them may break the entire chain of strength.

Dr. C.R. Basu<sup>2</sup> has defined " To bring out the best in man is the essence of Human Resource Development.

According to Swami Vivekananda, the Great seer of modern India, there is divinity in every human soul and to bring out the best in man is to bring out the divinity. If one cannot worship in that, no other temple will be of any advantage. Each soul is potentially divine. The goal is to manifest this divinity within by controlling nature-external and internal. The manifestation of divinity in human soul is possible by work, or workship or psychic control or

philosophy or a combination of some of these. This is the main thrust of the concept of human resource development.

B. Narayan<sup>3</sup> has defined that the Human Resource Development is a continuous process and can be achieved by organising the organisational process in a scientific method which can create organisational climate for development, can motivate human resource to do a job, can give feeling of a team and can develop commitment in the people.

Human Resource Development means to attain better knowledge and newer skills, attitudes and values and the strategy for achieving the goal.

#### ✓ Concept of Human Resource Development

The Human Resource Development is based on the concept that every human being has some potential to do remarkable things. So we can say that the concept of Human Resource Development refers to the function which a man performs not the man itself.

#### ✓ Aspect of Human Resource Development

Human Resource is a multi-dimensional aspect, while some of which are tangible and others are intangible. The former may include creation of a satisfying salary and wage structure for the employees at all levels, spending on training, maintenance of work environment, welfare and

social programmes of people sharing of gains with them, the later cover all such activities which may make their 'culture', more subservient towards the accomplishment of again sational goods. It is on this intangible aspect namely, 'the culture', which has also come to be referred as "ethos" or "climate".<sup>4</sup>

### Need for Human Resource Development

The world is changeful. Always technological advancement and changes are taking place very rapidly. To meet the requirements of the changing environment of industrial sector human resources need to be refreshed, rejuvenate or developed from time to time. The other reasons which weigh in favour of human resource development are as follows :

- a) Human Resource Development is a crucial factor in determining the growth and property of business enterprises.
- b) Industrial development on modern lines has created a problem of inadequately trained personnel at all levels of management in business undertaking.
- c) It promises to fulfil the career aspirations of the working force and to meet the future requirements of the working force in the light of organisational goals.

- d) To ensure control of labour costs by avoiding both short-ages and surpluses of manpower in the establishments.
- e) To avoid all kinds of distortions, lop-sided developments, short falls of performance and waste of national resources.

### The Strategy for Human Resource Development

The human resource development is a continuous process and can be achieved by organising the organisational process in a scientific method which can create organisational climate for development, can motivate human resource to do a job, can give feeling of a team and can develop commitment in the people. Therefore, the strategy of human resource development should include the following points systematically in order to make it purposeful, meaningful and effective for the world of work.

At the first stage, it is to determine the major objectives of human resource development, i.e. whether it is -

- a) to develop personnel in required numbers and with required knowledge and skills to meet the anticipated or existing needs of the industry.
- b) to encourage persons to grow on sound lines in their capacities to handle greater responsibilities.

- c) to improve the performance of personnel at all levels in the jobs they hold, and
- d) to sustain good performance of persons throughout.

At the second stage, in resource planning, the efforts to develop human resources should be put into effect after making a thorough consideration or investigation of probable growth and changes in various functions of the enterprises.

At the third stage for the development of HRD is the interpersonal skill. The individuals of the organisation should have the ability to develop a climate of mutual trust, confidence and supportiveness. This depends upon the interpersonal competence to perceive the behaviour, of other members, interpret the behaviour of other members, act and respond to others. Infact when people are working with others their actions are influenced not only by the flow of information related to the task in hand and his own role, but also by the judgements about and feeling toward the other persons and the way he behaves.<sup>5</sup>

At the fourth stage clarity of role and challenges of role can bring out the latent potential of individuals. It can also help in removing the weaknesses and develop the individual inspite of the fact that he has some weaknesses. At the fifth stage it is the skill which is the basic ability to perform his role and achieve his goal. For this

purpose we have to make appraisal of individual to find out his key performance areas, study his role analysis and assess the type of skill needed. This help to identify the training needs for developing individual's skills. If the training needs for identified the individual can be developed by "Job rotation" or by formal method of training. The Japanese experiment has proved that by openness and by providing opportunity to each individual for an introspection of this ability and urge for development of skill in each individual can be created.<sup>6</sup>

The above steps in the strategy of human resource development also need suitable theoretical as well as practical training of personnel alongwith change of attitude at all levels.

### Review of Literature

Many scholars have studied the various aspects of Human Resource Development in India. It is, therefore, necessary to have a brief review of some of the important works done so far in this field.

Dr. Mukhtar Nabi Khan<sup>7</sup> has stated "H.R.D. is the process of increasing knowledge, skills capacities and positive work attitudes and values of all people working at all levels in business undertaking" .

In modern era the greater emphasis is in the human resource development. It is now a firm belief that the industries can improve their effectiveness, their productivity provided their men are developed. Longback Henry Ford had said "Takeout my building, take out my machine and all capital but leave my men with me I will become Henry Ford again".

Likert<sup>8</sup> has observed longback that development of employees tends to have higher productivity.

Levingston<sup>9</sup> has referred that some managers always treat their subordinates in a way that leads to superior performance. Dr. B. Narayan<sup>10</sup>, has remarked " The Human Resource Development is a continuous process and can be achieved by organising the organisational process in a scientific method, which can create organisational climate for development, motivate human resource to do a job, can give feeling of a team and can develop commitment in the people" .

Dr. C.R. Basu<sup>11</sup> has expressed " To bring out the best in best in man is the essence of Human Resource Development" .

P.N. Singh<sup>12</sup> has observed Human Resource is a magic mantra by which organization hope to attain better productivity a committed workforce and greater effectiveness.



He further stressed H.R.D. is a continuous process by which organisation try to develop potential of their employees such that the organisation also benefits in its process.

Dr. Tarkeshwar P. Maitin<sup>13</sup> has stated " Human Resource Development is a co-operative effort, it is the efficiency and effectiveness of individuals which contributes to the success of an organisation".

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**CHAPTER - II**  
**HUMAN RESOURCES IN INDIAN RAILWAYS**

## CHAPTER - II

### HUMAN RESOURCE IN INDIAN RAILWAYS

Indian Railways are the biggest public sector undertaking in India, and the personnel department of the Indian Railways is one of the biggest departments among all other personnel departments of the Government undertakings.

#### Organisational Structure of Human Resource

The Human Resource structure of Indian Railways is given below

##### Groupwise Break-up

Group A

Group B

Group C

- i) Workshop and artisan
- ii) Running
- iii) Others

Group D

- i) Workshop and artisan
- ii) Running
- iii) Others

Departmentwise Break-up

Administration  
 Accounts  
 Engineering  
 Signal and Telecom  
 Transportation  
 Commercial  
 Mechanical Engineering  
 Stores  
 Electrical  
 Medical  
 R.P.F.  
 Railway Board/Other Railways  
 Offices, including RPSF.

Number of Human Resource in Indian Railways under various groups.Groupwise Human Resource in Indian Railways

|                         | 1991-92 | 1992-93 |        |
|-------------------------|---------|---------|--------|
| Group A                 | 7,370   | 7,334   |        |
| Group B                 |         | 14,308  | 13,842 |
| Group C                 | 6,938   | 6,508   |        |
| 1) Workshop and Artisan | 325,414 | 325,223 |        |
| ii) Running             | 93,745  | 42,770  |        |
| iii) Others             | 167,996 | 469,397 |        |

## Group D

|                         |                  |                  |
|-------------------------|------------------|------------------|
| i) Workshop and Artisan | 1,88,627         | 1,88,258         |
| ii) Running             | 6,716            | 5,438            |
| iii) Others             | <u>5,57,260</u>  | <u>5,54,267</u>  |
| Grand Total             | <u>16,54,066</u> | <u>16,49,195</u> |

Number of Human Resource in Indian Railways under differentDepartments

| Departmentwise Human Resource<br>in Indian Railways        | 1991-92          | 1992-93          |
|--|------------------|------------------|
| Administration   | 50,381           | 51,238           |
| Accounts   | 31,462           | 30,970           |
| Engineering  | 4,07,287         | 1,17,974         |
| Signal and Telecom   | 76,021           | 76,686           |
| Transportation   | 1,92,180         | 1,94,969         |
| Commercial   | 1,14,267         | 1,14,286         |
| Mechanical Engineering                                     | 1,60,670         | 4,40,921         |
| Stores   | 40,097           | 39,120           |
| Electrical   | 1,50,298         | 1,53,777         |
| Medical  | 55,269           | 54,178           |
| R.P.F.   | 60,512           | 59,174           |
| Railway Board/Other Railway<br>Offices, including R.P.S.F. | <u>15,622</u>    | <u>15,902</u>    |
| Grand Total  | <u>16,54,066</u> | <u>16,49,195</u> |

Source : Indian Railways Annual Report and Accounts  
1992-93, p. 35.

### Number of Scheduled Castes and Scheduled Tribes

The policy with regard to reserved quotas for recruitment and promotion of scheduled castes and scheduled tribes continued to receive special attention. Efforts were intensified to increase the representation of scheduled caste and scheduled tribes candidates in Railway Services, and special drive was launched to make good shortfalls in Groups A, B, C and D categories by recruiting on the zonal Railways and Production Units. A special cell in the Ministry of Railways oversees the implementation of this policy. Similar cells function on the Zonal Railways and production units.

The comparative position of scheduled castes and scheduled Tribes employees on Indian Railways as on March 31, 1993, compared to the previous year, is given to next page.



| Groups                           | Number of Scheduled Castes |                   | Number of Scheduled Tribes <sup>1</sup> |                  |
|----------------------------------|----------------------------|-------------------|---|------------------|
|                                  | 1991-92                    | 1992-93           | 1991-92                                 | 1992-93          |
| Group A                          | 971<br>(13.03)             | 1,035<br>(13.98)  | 322<br>(4.32)                           | 371<br>(5.01)    |
| Group B                          | 1,197<br>(16.99)           | 1,077<br>(16.29)  | 284<br>(4.03)                           | 288<br>(4.36)    |
| Group C                          | 141950<br>(15.96)          | 142870<br>(16.06) | 42767<br>(4.81)                         | 49484<br>(5.56)  |
| Group D<br>(Excl.<br>Safaiwalas) | 129872<br>(18.69)          | 125445<br>(18.14) | 48319<br>(6.95)                         | 48980<br>(7.08)  |
| Total                            | 273990<br>(17.13)          | 270427<br>(16.95) | 91692<br>(5.73)                         | 99123<br>(6.21)  |
| Group D<br>(Safaiwala)           | 43972                      | 40233             | 2259                                    | 2380             |
| Grand Total                      | 317962<br>(19.19)          | 310660<br>(18.80) | 93951<br>(5.67)                         | 101503<br>(6.14) |

Source : Indian Railways Annual Report and Accounts, 1992-93.

Note : Figures in brackets indicate percentage to the total.

Casual Labour : Indian Railways employed about 86,000 casual labour on open line and project as on March 31, 1993.

### Recruitment Modes of Human Resource in Indian Railways

Recruitment is the first step in the employment of labour, and naturally the methods and organisations by means of which labour is brought into industry has a lot to do with ultimate success or failure of such employment.

Recruitment may be defined as an activity that brings the job-seeker and job giver face to face with one another to achieve certain goals. The main principal modes of recruitment on railways for various services, viz. Group 'A', Group 'B', Group 'C' and Group 'D' are as under :-

- i) The Union Public Service Commission for the posts in Group 'A', and a very limited extent in Group B, for posts of section officers in Railway Board.
- ii) Vacancies in Group 'B' are filled by promotion from within the ranks by positive act of selection.
- iii) The Railway Services Commission situated in various states for Group 'C' posts.
- iv) Appointment on compassionate groups.
- v) Appointment of physically handicapped persons through employment exchange.
- vi) Appointment against sports quota.

- vii) Appointment of persons possessing culture and artistic talents.
- viii) Appointment of apprentices like mechanics, electrician etc.
- ix) By direct appointment in Group 'D' category by holding selection departmentally specially in production units and workshops.
- x) By screening casual labour and substitutes and their absorption against Group 'D' vacancies.<sup>1</sup>

#### Recruitment of Gazetted Officer, i.e. Group 'A' Services

The recruitment of Group 'A' services is being done by union public service commission on All India basis. Lists of the requirement for the all services in Group 'A' are placed before the Railway Board. Forty per cent to fifty percent posts of Group 'A' are filled by promotion of Group 'B' officers who have put in minimum 3 years services in class II, on the recommendation of the U.P.S.C.

#### Recruitment of Group 'B' Services

There is no direct recruitment in Group 'B' vacancies. In the Group 'B' posts are filled by promotions of Group 'C' staff on the recommendation of the Departmental Selection Board.

### Recruitment of Group 'C' Services through the R.S.C.

The employees under Group 'C' is directly recruited by the Railway Service Commission, Railway Recruitment Boards at 19 places which are located in different states like Calcutta, Bombay, Madras, Muzaffarpur, Dangpur, Allahabad, Guwahati, Secundrabad and Bangalore. " Recruitment is conducted for about 90 categories of staff pay scales vary from Rs. 950-1500 to Rs. 2375-3500. Qualifications which vary from Matriculation to Graduation and Diploma/Degree in Engineering and prescribed in such a manner that these meet the demands of the jobs" .

The selection process covers both written test and interview. For safety categories such as Assistant Station Master and Assistant Drivers, there is an additional provision of psychological tests which measure the intelligence of the candidates, their power of concentration, ego strength, power of observation and sense of responsibility which are so essential for ensuring safety of trains.<sup>2</sup>

### Direct Recruitment in Class 'D'

There is a direct recruitment procedure for Group 'D'. It is confined to workshop and production units only. In this case vacancies are first assessed taking into

account the number of existing and anticipated vacancies. The assessment is approved by the concerning authority. Then a selection Board is nominated consisting of one Executive Officer of the concerned department, one personnel officer and one officer from the reserved community.

Besides these the General Manager and the personnel officer have certain powers regarding the recruitment in special circumstances, by relaxing or modifying the rules of recruitment. The reason to relax or modify rules of Group 'C' and 'D' staff in individual cases are to be recorded in writing.<sup>3</sup>

#### Appointment against sports quota

Certain appointments are made for sports person. There is a sport quota and this quota is filled by every zone during a calender year. The sports quota are reserved only for those candidates who are outstanding players and who have taken part in the international or state level events. They should have played in Inter Club, inter district, Inter School, Inter College or in All Indian National Championships.

#### Appointment on Compassionate Grounds

Recruitment on compassionate group can be made both in Group 'C' and Group 'D' by the General Manager and the Divisional Railway Manager. Priority for

appointment on compassionate basis is as follows :

- a) Dependents of railways employees who die or permanently crippled in the course of duty.
- b) Dependents of the railway employees who die in harness while in service before retirement.
- c) Dependents on railway employees who die in service due to natural causes/prolonged illness or permanently crippled or become medically unfit for the job and are not in a position to hold even an alternative job, would be given the same emolument.<sup>4</sup>

#### Appointment of Physically Handicapped Persons

Physically handicapped persons who are sponsored by the Special Employment Exchange can be given employment in Group 'C' or Group 'D' to the extent of fifteen percent of the posts in the nominated categories. The categories are notified by Railway Board and the power of appointment is given to the General Manager of each zone.<sup>5</sup>

## Cut down and Selection of Human Resource in Indian Railways

| Human Resource in various Group | 1991-92 | 1992-93 | Cut down of Human Resource |
|---------------------------------|---------|---------|----------------------------|
| Group A                         | 7370    | 7334    | 36                         |
| Group B                         | 6938    | 6508    | 430                        |
| Group C                         |         |         |                            |
| i) Workshop                     | 325414  | 325223  | 191                        |
| ii) Running                     | 93745   | 92770   | 975                        |
| iii) Others                     | 467996  | 469397  | 1401                       |
|                                 |         |         | (Recruitment)              |
| Group D                         |         |         |                            |
| i) Workshop and Artisan         | 188627  | 188258  | 369                        |
| ii) Running                     | 6716    | 5438    | 1278                       |
|                                 | 1654066 | 1649195 | 4871                       |
|                                 |         |         | Total cutdown in India     |

Source : Indian Railways Annual Report and Accounts  
1992-93, p. 35.

Railway Recruitment Board

During 1992-93, 19 Railway Recruitment Boards recommended 10,685 Group 'C' candidates for appointment is against 15715 recommended in 1991-92.

### Railway Recruitment Board (RRB) and its Objectives

Railway Recruitment Board (RRB) is an agency for recruitment designed to be an independent organisation. These RRB, are, therefore, manned by chairman and member secretaries, whose selection is finalised in consultation with the U.P.S.C. Chairman Railway Recruitment Boards are the final authorities in recommending the candidates for appointment.<sup>6</sup>

The main objectives of this organisation is that recruitment should be time bound so that the aspirations of the candidates are satisfied at the earliest. Railway Recruitment Boards finalise 90% of selections within periods varying from 3 to 12 months which represents a happy situation compared to similar agencies. Railway recruitment has been increasing from time to time. This results from the increase in demand on railway services covering a variety of posts such as commercial clerks, ticket collectors, Train Clerks, Assistant Station Masters, Assistant Drivers, Guards, TXRS, IOW etc.<sup>7</sup>



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**CHAPTER - III**  
**HUMAN RESOURCES : TRAINING AND**  
**DEVELOPMENT**

## CHAPTER - III

HUMAN RESOURCE : TRAINING AND DEVELOPMENT IN INDIAN  
RAILWAYS

'Railway Minister Shri C.K. Jaffer Sharief, addressing a conference of the CPOs (Chief Personnel Officers) of Zonal Railways and Production units of July 1, at New Delhi, said, there is need to motivate Railway personnel to improve their performance. If it feels necessary special training camps should be organised with a view to motivating the workforce and inculcating in them a spirit of service and discipline for greater productivity".<sup>1</sup>

Training of Human Resource In Indian Railways

Training enables an individual to do a job in an effective and efficient manner. Therefore it is also regarded as the corner stone of sound personnel management. Employees must be systematically and scientifically trained to handle the job.

Keeping this view into consideration, personnel Management of Indian Railways have established different levels from the top management to lower level. At present, the Indian Railways have four tier system of training programmes to cope with the training and development, needs of its personnel, Area schools, Zonal training schools and systems training schools cater to the training of staff and supervisors.<sup>2</sup>

There are five specialised training institutions in the Railways directly under the command of Railway board within the country.

Training of officers is conducted in the following five centralised Training Institutions (CTIs).

- i) Railway Staff College Vadodara.
- ii) Indian Railways Institute of Civil Engineering, Pune.
- iii) Indian Railways Institute of Signal Engineering and Telecommunications, Secunderabad.
- iv) Indian Railways Institute of Mechanical and Electrical Engineering, Jamalpur.
- v) Indian Railway Institute of Electrical Engineering, Nasik.

Railway staff college, Vadodara conducts course in inter-disciplinary subjects in addition to foundation and Induction training courses for newly recruited officers. The Management Development Faculty of the College offers Management courses and conducts seminars/workshops for senior officers on important areas like energy conservation safety, corporate planning, productivity, costing, industrial relations etc. Function related courses for promotion to GMs, AGNs, PHOD and DRMs were conducted. The other institutions conducted specialised courses to update technical knowledge of the officers in Civil, Signal, Telecommunication, Mechanical and Electrical Engineering.

4814 officers were trained in CTIs during 1992-93, 160 training centres entered to the needs of training of non-Gazetted staff.

Modular system of training based on actual needs was introduced and a scheme for covering the entire training process by scientifically developed lesson plans and trained trainers in under implementation. In 1992-93, 104394 such employees were trained in various Railway Training Schools.

To aid retraining and redevelopment, computerised manpower planning information system is being installed in all the Divisions of Indian Railways.<sup>3</sup>

The aim of training programmes is to update and encourage sharing professional knowledge in an interdisciplinary and academic atmosphere of Railways employees. It employs modern tools of management to enable the Railway system to derive optimum advantage from capital and manpower resources. The Railway Board has prescribed training courses for all groups of employees temporary as well as permanent. Both initial and in service training have to be undergone by all the officers. In case of Group 'A', services, the final merit list of selected candidates is made available to the Railway Board. It immediately allots the candidates to the different Railway Administration, from where they are directed to the various institution and placed for training.<sup>4</sup>

The training college of the Railways also conducts a number of the theme based programmes and seminar aimed at imparting particulars skills or to update knowledge of Railway officers of different department seminars are based on subjects like Financial Management, Human Resource, Quality Control, Purchase Management etc., most of these programmes are of one week.<sup>5</sup>

The aim of these programmes is to brush up their knowledge and to keep them well informed of the day to day technological changes and development. It runs various general programmes, such as foundation courses, induction courses, orientation courses and management executive development programmes for officers.

### Development

The then Railway Minister Shri C.K. Jaffer Sharief addressing a conference on July 1, 1992, said "that Railway Personnel Administration should become more open and responsive to the needs of staff. For this, attention must be paid to the effects of environment on the performance of workers. It was upto the Railway administration to take care of the health and the welfare of Railway employees. So that they could give their best, he said.

He directed the CPOs to visit Railway colonies to enquire into the problems faced by Railwaymen and families. He also stressed that there is a need for the officials to change their outlook in welfare area.

Development means to grow gradually make more mature and advanced. Here development is concerned to Railways employees welfare or Railways staff welfare.

Staff welfare is desirable for increased welfare of the Railways employees and for maintaining the operational efficiency of railways. Railways are essential services and no agitation, strike or go slow tactics should be restored to or adopted by the employees. Indian Railways have paid the greater attention toward its staff welfare during recent past years. Several schemes are in operation for the well-being of Railways staff. Among the important amenities are the provision of housing and medical facilities, holiday homes at drill stations and schools and hostels.

The welfare schemes cover a wide spectrum of activities, viz. educational facilities and assistance to the children of Railway employees, handicrafts centres for augmenting family income, financial assistance in sickness, subsidised housing and canteen facilities at work places and medical cover for employees and their families during services and after retirement.<sup>6</sup>

#### Medicare and Family Welfare

One of the first essentials of life is health which has received appropriate attention of Government of India

as a pre-requisite for the national upliftment, Indian Railways which are committed to keep up country's life line through round the clock services lay adequate emphasis on their people's physical as well as mental well being. Railways have accepted social obligation of the medical care of Railwaymen and their families. It is free of charge during their service life, and after retirement on normal contributory basis. Indian Railways spend about 2 per cent budget on health and medical services.<sup>7</sup>

The Health Department of Indian Railways had an insignificant beginning. First at all medical officers were appointed at construction sites only to provide necessary treatment to the employees and casual labour. At other places, the Railways used to engage civil surgeon or civil assistant surgeons to look after the railwaymen. The standard of care was insufficient and the railwaymen depended for their needs mostly on non-railway institutions and doctors.

Till the Independence of the country in 1947, the Health Department made hardly any lee-way as the railway rules provided for only such treatment free to the railwaymen as might be available in a particular hospital/dispensary. After independence, the railways gradually took over the responsibility of providing treatment to the employees along with their family members and some dependents. The railways thereafter gradually developed



their own institutions. And now the Indian Railways have established a network of medical services for the welfare of Railways employees throughout the length and breath of the country. Between 1951 and 1981 there were 103 hospital and 562 health units which have been increased upto 122 hospitals and 672 health units by 1992-93.

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| Dates   | No.of<br>Hos-<br>pital | Health<br>Units | No.of<br>Beds | No.of<br>bene-<br>ficia-<br>ries<br>in<br>mill-<br>ion | Cost of<br>medical<br>and<br>Health<br>services<br>per<br>family<br>Rs. | Total<br>cost (in<br>million<br>Rs.) |
|---------|------------------------|-----------------|---------------|--|---|--------------------------------------|
| 1950-51 | 71                     | 345             | 2435          | 4.16   | 32.30   | 27                                   |
| 1960-61 | 77                     | 489             | 5944          | 5.95   | 63.10   | 71                                   |
| 1970-71 | 98                     | 555             | 10503         | 6.97   | 146.18  | 189                                  |
| 1980-81 | 101                    | 564             | 10851         | 7.99   | 279.12  | 440                                  |
| 1981-89 | 109                    | 571             |               |  |   |                                      |
| 1989-92 | 114                    | 670             |               |  |   |                                      |
| 1992-93 | 122                    | 672             |               |  |   |                                      |

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Source : Indian Railway Journal 1979-80 and Indian Railway Annual Reports and Accounts 1992-93, p. 182.

The Medical services are Handled by 2400 doctors and 50,000 para-medical staff, which constitute a (1992) major cadre in the Railways. Railways doctors are recruited through the combined Medical Services Examination conducted annually by U.P.S.C.

During 1992-93, some of the important additions made to existing medical facilities were :

- i) Introduction of laser surgery and IOL implantation at Central Hospitals on Northern and Southern Railways, Ultrasonography investigation at Central Hospital Gorakhpur, and Gastroentrology unit at J.R. Hospital, Bombay.
- ii) Latest sophisticated equipments like ultra sound, computerised stress testing machine, retroperfusion, holtor moniter contact laser, fibreaptic endoscopes and latemetry system provided in various Railway hospitals.
- iii) Provision made for 205 additional beds in Railway Hospitals.
- iv) 4 New hospitals and 2 Health units started. During 1992-93, Indian Railways achieved targets to the tune of 96.83% in sterilisation 87.87% in IUD, 96.20% Oral Pill users and 92.12% in Conventional Contraceptive users.

Maternity and Child Health service are also rendered for protection of children and mothers.<sup>8</sup>

#### Marching Ahead in Family Welfare

The Railways recorded a marked improvement in family welfare and expanded programme of immunisation during 1991-92.

The coverage in sterilisation was 27075 (0.75%) in UD 13751 won (91.97 percent) in oral pills 4680 (276.49 percent) and in conventional contraceptive users 3,40,907 (83.27 per cent). Similarly the Railways protected 61695 (94.19 per cent) children against diptheria and hooping cough, 62,077 (94.77 per cent) children against polio and 60,831 (90.79 per cent) pregnant women against tetanus.

To combat malnutrition 230619 (184.49 per cent) pregnant women were provided iron and folic acid in addition to 3,08,362 children (145.45 per cent) already provided the same. Besides 721469 (170.15 per cent) children were administered vitamin 'A', for prevention of blindness during the year.

The national targets fixed by the Ministry of Health and Family Welfare for the Railways in 1991-92 financial year in family welfare and immunisation were 30,600 sterilisation, 17,325 IUD, 5000 oral pills users, 3,50,700 conventional contraceptive users, 65,500 immunisation of children against diptheria, 65,500 immunisation of children against polio and 67000 immunisation to pregnant women against tetanus.

To combat malnutrition 125000 women are to be covered by iron and folic acid as well as 2,17,000 children. In addition 212,000 children will also be

administered vitamin 'A', for prevention of blindness during the year 1991-92, 42 medical personnel were trained in logistic management and laparoscopic operation and as many paramedical personnel trained in universal immunization programme.

For attainment of real demographic impact major stress was laid on younger couples with low parity, motivation of specified railwaymen through progress oriented publicity and message dissemination through volunteers of field groups.

The Railways have provided (1991-92) a comprehensive health care services through its extensive network of 114 hospitals 670 health units 62 family welfare centres, 38 sub-centres, 2663 Nirodh Depots, 122 oral pills distribution centres and 75 MTP centres.<sup>9</sup>

### Prestigious Units

Indian Railways have established some prestigious units in the field of medical which are given below :

- 1) Heart surgery unit at perambur,
- 2) Plastic surgery unit at Bombay.
- 3) Traumatic and Re-constructive surgery unit at Howrah.

They have not only drawn the administration of suffering humanity on the Railways, but also from

non-Railway people. Cancer Institute at Varanasi and Micro and vascular unit at Delhi join this great group. There is a continuous expansion of medical services both in quality and quantity. More sophisticated, diagnostic and therapeutic facilities have also been developed.

### Hospital on Wheels

The Ministry of Railways in association with impact India Foundation, a voluntary organisation have launch a unique project " Jeevan Rekha" for free health care in rural and backward areas through " Hospital on Wheels" This functions from three special railway coaches fully equipped with diagnostic medical and surgical facilities at selected railway stations of Bihar.

These hospitals run with the help of skilled doctors technicians and other paramedical staff and offer free diagnostic and surgical treatment for the diseased and disability pertaining to sight, hearing and mobility. The hospital will also take up child immunisation and other health care programmes during its stay at each centre.

This is very much useful when any accident takes place. Then this mobile hospital reaches to the place for treatment of Railways passengers.

Health and Family Welfare are the two major components of 20 point programme of Government of India which

will always receive the highest priority in the Railway functioning, so that the country's goal of 'Health for all by 2000 A.D. is achieved and the major communication link of the nation remains unaffected.<sup>10</sup> We are hopeful of receiving everybody's co-operation in the matter and to keep up Railways tradition in the field of Health care services too.

### Staff Welfare

The welfare schemes of Indian Railways include several amenities such as education, housing, medical facilities, sports and recreation, canteens and staff benefit Fund.

As far education is concerned Indian Railways have 685 educational institutions comprising schools and colleges including 1 Residential school at Jharipani (Mussoorie).

Reimbursement of tuition fees, scholarship and free uniforms are some of the amenities provided to the employee's children by Indian Railway. Indian Railways have created a staff benefit Fund whose aim is to provide extra benefits to the staff and their families in the area of medical recreation, sports, education scouting and cultural activities. The scouts and Guides movement is extensively encouraged in Indian Railways educational institutions. Indian Railways

have paid its kind attention to the importance of recreation for their employees. It has provided excellent facilities through institutes/club having sports and library services and holding homes so that employees and their families can stay in holiday and health, resorts at nominal expense.

267 canteens serve subsidised meals and refreshments to employees at their work places. About 40% of staff enjoy the benefit of subsidised housing. More than 6 lakh employees have been housed. During 1992-93, 8,909 staff quarters were electrified, raising the total number of electrified quaters to 8,75,300.<sup>11</sup>

#### Railway Ministers Welfare and Relief Fund

The aim of this fund is to give monetary assistance to Raily employees and their families at the time of distress. The source of fund is voluntary contribution from the Indian Railway employees and women's organisation of Railway. A sum of Rs. 1.2 lakhs was sanctioned from the fund as relief in 1992-93.

#### Pension Adalats

Long standing disputes or delays in the settlement of dues of superannuated employees are decided on the spot in pension Adalats organised on Zonal Railways.<sup>12</sup>

### Service matters

The rates of Dearness Allowance were enhanced from July 1, 1992 and January 1, 1993 to compensate for the rise in the cost of living. The rates of Dearness Relief to Railway Pensioners and Family Pensioners were also enhanced simultaneously.

Cadre reviews of various Group C and Group D staff were also undertaken. This will provide benefit of promotion to a large number of employees. Railwaymen (excluding RPF/RPSF Personnel) were sanctioned PLB equivalent to 49 days wages for 1992-93. The wage ceiling limit for 1992-93 was raised to Rs. 4,500. About 16 lakh employees and Casual Labour were benefitted. RPF/RPSF personnel were sanctioned 29 days wages as ad hoc Bonus.<sup>13</sup>

### Promotion

Promotion is a reward to the employees on behalf of their employers for their past performance.

Every concern gives promotion to its employees in order to make high their morale and reduce the grievances. The main aim of promotion is that the employees should work efficiently with zeal and confidence.

As we know that the Indian Railway is the biggest public sector in India and second largest in the world. It gives promotion to its employees in different ways,



such as promotion against clear vacancies, recommendatory, decisive, regulatory etc.

#### Promotion Against clear Vacancies

When a post falls vacant due to death, resignation, removal retirement or new posts are created etc, and the new staff are not available due to various causes then these posts are filled by the next lower regular staff. This type of promotion is called as promotion against clear vacancies.

#### Recommendatory Promotion

Sometimes the promotion is made on recommendation of the cabinet committee appointed by the Government. For example, promotion to the post of General Manager must have the approval of the cabinet committee.<sup>14</sup> Before the list goes to the appointment committee. The Railway board has to prepare a panel of names based on service or performance records.<sup>15</sup>

Promotion is also made to the senior scale from the junior administrative grade and is done by the Board through the selection process. In this cases the officers reports of a confidential nature are considered by the Railway Board and member of the staff constituting a Selection Committee. However, cases with adverse reports, may be by passed and referred to the U.P.S.C. for

consultation before a decision is taken.<sup>16</sup>

Government of India has issued a cadre on June 17, 1946. According to this cadre every department of Government has to grant promotion from the lower to the higher one. For this purpose Indian Railway was constituted a Departmental Promotion Committee to give promotion of class II officers to class I, and this is extent to 1/3 of the vacancies from II to I class.

This promotion committee includes three persons, one who works as the chairman of the committee is representative of the U.P.S.C. and of the other two persons, one is the functional direct of the Railway Board and the other is the Director, Establishment of the Railway Board. This Departmental Promotion Committee meet at least once in a year and considers the seniority list of the employees, department wise. The committee studies confidential reports for the last three years, and if wishes to check all the records of an employee, they have the right to do so. The list of officers recommended by committee is forwarded to the U.P.S.C. for its consideration and approval. After that this list is transferred to the Additional Member of staff to check the procedures and at last this list is presented to the Railway Board for approval. If there is differences among the functional member of the staff then this list is taken to a full Board meeting.

## Penalties

As the promotion is awarded to the employees for their better past performance in the same way penalty is also awarded to the employees for their negligence. In a case a railway employee is found guilty of causing an accident, destruction of Railway property or collision, may be penalised. This penalty may be removal from post or suspension. He may be penalised in the form of minor penalties as well apart from the major penalty for the gravest negligence or dereliction of duty.

### 1. Minor penalties

- (i) Censure
- (ii) Withholding of promotion for a specified period.
- (iii) Recovery from pay of the whole or part of any loss caused by him of the Government or Railway administration by negligence or breach of orders.
- (iv) Withholding the privilege of passes or privilege ticket orders or both.
- (v) Withholding of increments of pay for a specified period with further directions as to whether on the expiry of such period, this will or will not have the effect of postponing increments of his pay.<sup>17</sup>

### Process for Imposing Minor Penalties

When an employee is about to be penalised for his

negligence, first of all, he has to prepare standard form in which charges should be specified and should contain all relevant details. The standard form will be signed by the Disciplinary Authority himself and will be served through the employees superior and the employee will be asked to return the acknowledgement immediately on the receipt of the standard form.

The Disciplinary Authority gives him reasonable opportunity to make such representation as he may wish against the charge levelled in the Standard Form. His reply to it will be examined by the Disciplinary Authority. In case, the employee is not found guilty, the charges will be withdrawn and the employee will be informed of the decision.<sup>18</sup>

In case of an employee found guilty of the charges, necessary orders would be given to impose penalty specifying reasons for arriving at a decision. The notice of imposing penalty would be signed by the Disciplinary Authority himself and the employee will be asked to acknowledge receipt. The notice also indicates the authority to whom appeal can be made.

#### Item of Major Penalties<sup>19</sup>

- 1) Reduction to a lower stage in the time scale of pay for a specified period, with or without effect on the future increments of his pay.

- ii) Reduction to a lower time scale of pay grade post or service with or without effect on his seniority and pay on his restoration to that grade post.
- iii) Compulsory Retirement
- iv) Removal from service
- v) Dismissal from service.

#### Procedure for Imposing Major Penalties

As for the imposition of major penalties is concerned the following steps have to be adopted.

The first step in this regard is to go through the charges which are imposed on the employees they should be specific, clear and based on facts. The charge sheet should not be given orally, the standard form has to be prepared in the following manner :

- i) Article of charges : This will contain the substance of the imputation of misconduct or misbehaviour.
- ii) A statement of the imputation of misconduct or misbehaviour shall contain.
  - (a) A statement of relevant facts including any admission or confusion made by the Railway employee
  - (b) A list of documents and a list of witnesses by whom the articles of charges are proposed to be sustained.<sup>20</sup>

This standard form is transferred to the convicted employee through his immediate supervisor, and he is given opportunity to submit his defence papers within 10 days. The disciplinary Authority may appoint a Board of Enquiry, and the decision of the Board should be passed by the majority of votes.

With the submission of the findings of the Enquiry Committee the Disciplinary Authority, if it decides to impose the penalty of reduction in rank, removal or dismissal from service it has to issue a show cause notice, giving a further opportunity to the defaulting employee to submit his explanation.<sup>21</sup>

In case of appeal, the Railway Board may receive a copy of appeal directly from the employees and another appeal copy comes through proper channel with comments of the concerning officers along with relevant records. The Railway Board as an appellate authority goes through the records and comments, and if there is any injustice, it tries to look into the case again for meeting out better justice, or suggest the relevant points of omission and commission. If an appeal is not in its jurisdiction, it may refer this case to the president of India as the supreme appellate authority.<sup>22</sup>

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**CHAPTER - IV**  
**DEVELOPMENT OF INDIAN RAILWAYS**  
**UNDER FIVE YEAR PLANS**

## CHAPTER - IV

DEVELOPMENT OF INDIAN RAILWAYS UNDER FIVE YEAR PLANS

The Indian Railways occupy a significant and glorious place in India's history. It is playing a significant role in transportation network of the country. Railways have reached to their present place gradually. Although, the first railway train in India was inaugurated on the 16th April, 1853 but no significant improvement was made till 1947. After Independence, a systematic effort has been made for the development of Indian Railways under plan period.

First Five Year Plan

The first five year plan of the Indian Railways was started in April 1951. Planning is a pre-determined course of action to achieve certain goals or to give certain direction to interpret certain activities.

Before independence there was no such kind of planned development for the Railways. On account of the world wide depression in 1930's Railways had not been able to maintain their normal expenditure on maintenance and renewals. At the time of depression the main problem was financial assistance as the prevailing economic conditions led to decline in the revenues of the railways and forced them to reduce their capital out lay to the minimum.<sup>1</sup>

Under First Five Year Plan the concentration is given mainly to rehabilitation of assets and indigenous development of railway equipment through the establishment of various production units by the railways themselves. This task was heavy for the planners since large amount of capital was required for rehabilitation of rolling stock and tracks. On the other hand industrial and agricultural production increased and as a result pressure on rail transport was felt particularly from the third year of this plan. To meet the situation additional allotments were made for the railways to accelerate the programmes for procurement of rolling stock and special measures were undertaken to increase carrying capacity on the more busy routes. The other objective of this plan was to provide better amenities to the travelling public and better housing and welfare for, the staff.<sup>2</sup>

| Rehabilitation and additions  | Allocation<br>in Ist plan<br>(Rs. in crores) | Total outlay<br>(Rs. in crores) |
|---|--|---------------------------------|
| Rolling Stock Plant and Machinery   | 207.96                                       | 253.44                          |
| Track Bridges   | 70.47  | 64.41                           |
| Other structure and Engineering works including internal coach factory etc. | 45.90  | 49.96                           |
| Restoration of Dismantled lines and new lines and electrification           | 34.18  | 33.20                           |
| Passenger amenities   | 15.00  | 13.29                           |
| Staff quaters and staff welfare works                                       | 24.09  | 20.52                           |
| Miscellaneous   | 2.40   | 2.75                            |
| <b>Total</b>  | <b>400.00</b>                                | <b>432.07</b>                   |

Source : Government of India Planning Commission Second Five Year Plan, p. 460.

In the first five year plan, the outlay sanctioned was 432.07 crores. Five hundred locomotives were manufactured and 1090 imported, 4350 coaches were manufactured and 490 imported, 41,200 wagons were manufactured and 20,520 imported, 380 miles of new lines were laid. Just because of the heavy replacement demands, the need for expansion of new lines could not be fully meet.<sup>3</sup>

At the end of this plan about 40,000 quarters were built for the Railway employees. The capital at charge

was Rs. 96.90 million. The gross earning of railway rose from Rs. 264.62 crores in 1951 to Rs. 315.29 crores in 1955-56. The working expenses rose from Rs. 214.3 crores in 1950-51 to Rs. 258.22 crores in 1955-56.<sup>4</sup>

### Second Five Year Plan

The second Five Year Plan of Railway covered a period from 1956-61. At the start of this plan main stress was given on the development and modernisation of the Railways in order to meet with the heavy demand of agriculture as well as of industrial production and to face with the additional traffic likely to be generated.

The Second Five Year Plan made a total provision of Rs. 1125 crores for the development of the Indian Railways, out of which Rs. 225 crores were to be withdrawn from the Depreciation Fund, and another Rs. 150 crores were to be made available from railway surpluses. The plan proposed the doubling of 2,571 kilometres of track conversion of 424 kilometres of meter gauge into broad gauge electrification of 1321.6 kilometres.<sup>5</sup> Diesellisation of 2068.8 kilometres of railways, construction of 1,347 kilometres of new lines and track renewal of 12800 kilometres. Rolling stock was to be supplemented with 2258 locomotives, 11,364 passenger coaches and 107247 wagons.<sup>6</sup> The plan also provided for the establishment of 6 new railway workshops, a metre gauge coach

building factory and the expansion of the chittrangan locomotive workshop.

The target of production for this workshop and the coach building factory were placed at 300 and 350 per year respectively. The Tata Engineering and Locomotive Co. was expected to manufacture 100 railway engines (metre gauge) per year. It was further expected that by the end of the second plan the production of passenger coaches would rise from 1250 to 1806 and that of wagons from 13,526 to 25,000 per year.<sup>7</sup>

The plan further provided a sum of Rs. 9 crores for the construction of the Ganga Bridge at Mokamen, Rs. 35 crores for the construction of 66,000 quarters and Rs. 15 crores for staff welfare. The plan envisaged the establishment of 13 railways hospitals and 75 dispensaries.<sup>8</sup>

The break-up of the total expenditure Rs. 1125 crores is given in the following table :

| Second Five Year Plan           |   |
|---------------------------------|---|
| Programmes                      | Outlay (headwise allocation<br>Rs. in crores) |
| 1. Rolling stock                | 380   |
| 2. Workshop plant and machinery | 65  |
| 3. Track renewals               | 100   |
| 4. Bridge works                 | 33  |
| Rehabilitation                  | 18  |

Contd..

|  |      |
|--|------|
| Ganga Bridge   | 9    |
| New Bridge   | 6    |
| 5. Line capacity work including expansion of goods sheds | 186  |
| 6. Signalling and safety works                           | 25   |
| 7. Electrification                                       | 80   |
| 8. New Constructions                                     | 66   |
| 9. Staff welfare and staff quarters                      | 50   |
| 10. Training schools                                     | 3    |
| 11. Store depots   | 7    |
| 12. Railway users amenities                              | 15   |
| 13. Other projects including Vishakhapatnam Port         | 15   |
| 14. Railway Shares in Road Transport Undertakings        | 10   |
| 15. Stores suspense                                      | 50   |
| 16. Extra for imported steel                             | 40   |
| <hr/>  |      |
| Total  | 1125 |
| <hr/>  |      |

Source : Government of India Planning Commission, Second Five Year Plan, p. 465.

As a result of the establishment of new workshop a new furnishing unit in the Integral coach building factory and the expansion of the Chittrangan Locomotive Works, the periodical over-hauling capacity was expected to increase by 23 and 71 percent respectively for broad gauge and metre gauge locomotives, 69 per cent and 125 per cent respectively for broad and metre gauge coaches

and 89 and 92 per cent respectively for broad and metre gauge wagons.<sup>9</sup>

#### Achievements under the Second Five Year Plan

During 1955-56, 211.5 kilometres of new lines were opened and 930.7 kilometres of lines were under construction. In addition during the same year, 668 locomotives (437 broad gauge, 221 metre gauge and 10 narrow gauge), 1241 passenger coaches (449 B.G., 744 M.G., and 48 N.G.) and 20,150 wagons (10,518 B.G. and 9632 M.G.) were placed on line.<sup>10</sup>

During 1956-57, 153.31 kilometres of lines were opened to traffic and 911.12 kilometres of lines were under construction. The new rolling stock placed in line consisted of 579 locomotive, 1301 passenger coaches and 32024 wagons.<sup>11</sup>

During 1957-58 lines of 269 kilometres were opened to traffic the rolling stock placed on line comprised 603 locomotives, 1408 passenger coaches and 29634 wagons.<sup>12</sup>

During 1958-59, 306 kilometres of new lines were opened to traffic. The rolling stock placed on line consisted of 371 locomotives, 1740 coaches and 16701 wagons.<sup>13</sup>



The rail road Ganga bridge at Mokamesh was opened to traffic on May 1, 1959, and the foundation stone for the Brahmaputra Bridge at Pandu was laid on January 10, 1960. During 1958-59, 11,481 quarters were built for the railways staff.<sup>14</sup>

### Railways Development under the Third Five Year Plan

The Third Five Year Plan covered a period from 1961 to 1966 in which stress was laid to keep rail transport capacity ahead of demand. A beginning was made toward, modernisation of track with dieseliation and electrification improvement in rolling stock was also initiated. This has continued to be the objective during the subsequent Annual Plan years 1966-67, 1967-68 and 1968-69.<sup>15</sup>

During the Third Five Year Plan the development programme had been formulated on the basis of figures of second five year plan. The volume of traffic was expected to increase to 91 million tonnes by 1965-66 i.e. by 59 per cent. The goods traffic was to reach a figure of about 24.5 crores tonnes in 1965-66 the last year of the third plan. Railway development programmes of Third Five Year Plan also provided for an increase of 3 per cent per annum of non-urban traffic. During this plan it was envisaged to provide maximum possible frequency of train services at peak period. The programme of rolling stock provided for the procurement of 1764 locomotives 7879 coaching vehicles and 11744 wagons in terms of (4 wheelers).

These figures include replacement along with addition.<sup>16</sup>

Third Five Year Plan provided for a sum of Rs. 1220 crores to be spent on the following items.

Development Programmes during Third Five Year Plan

| Programmes                           | Allocation<br>(Rs. in crores) |
|--------------------------------------|-------------------------------|
| 1. Rolling stock                     | 482                           |
| 2. Electrification                   | 70                            |
| 3. Signalling and safety works       | 25                            |
| 4. Newlines                          | 120                           |
| 5. Workshop plan and machinery       | 50                            |
| 6. Track renewals                    | 170                           |
| 7. Line capacity works               | 228                           |
| 8. Bridge Works                      |                               |
| 9. Other structural works            |                               |
| 10. Other electrical works           |                               |
| 11. Staff quarters and staff welfare | 50                            |
| 12. Users amenities                  | 15                            |
| 13. Road services                    | 10                            |
| <b>Total</b>                         | <b>1220</b>                   |

Source : Planning Commission, Third Five Year Plan,  
p. 244.

At the end of the Third Five Year Plan the capital at charge was Rs. 2680.23 crores as against Rs. 1250.87

crores in 1960-61. Rupees 61 crores were spent on staff quarters and other amenities for staff, 71550 quarters were built during third plan and there was also progress in providing amenities to the passengers.<sup>17</sup>

#### Fourth Five Year Plan (1969-1974)

Fourth Five Year Plan commenced from 1969 to 1974. The main thrust of this plan had been on the demand of freight and passenger traffic. Besides other objectives of this plan are as follows :

- i) To modernise the prevailing system in respect of equipment and practices to the maximum extent possible with the available resources in order to improve efficiency and to reduce cost.
- ii) To extent the more efficient broad gauge system to areas of rapid economic development and high traffic potential by converting some of the assisting metre gauge lines to broad gauge and constructing new lines.
- iii) To provide capacity for freight coaching traffic anticipated during the plan period.<sup>18</sup>

The Fourth Five Year Plan provided an outlay of Rs. 1,000 crores for railway development programmes excluding an expenditure of Rs. 525 crores to be met by railways from their Depreciation Reserve Fund. In

addition, a provision of Rs. 50 crores was made for schemes for mass transit facilities in the metropolitan cities of Bombay, Calcutta, Madras and Delhi. The main components of the outlay were :-

| Items                      | Plan outlay | From Depreciation and Reserve Fund | Total (Rs. in crores) |
|----------------------------|-------------|------------------------------------|-----------------------|
| 1. Rolling stock           | 397         | 223                                | 620                   |
| 2. Workshops               | 28          | 2                                  | 30                    |
| 3. Machinery and Plant     | 7           | 8                                  | 15                    |
| 4. Track Renewals          | -           | 200                                | 200                   |
| 5. Bridge works            | 8           | 20                                 | 28                    |
| 6. Line capacity works     | 275         | 40                                 | 315                   |
| 7. Signalling and safety   | 27          | 13                                 | 40                    |
| 8. Electrification         | 81          | 1                                  | 82                    |
| 9. Other Electric works    | 4           | 8                                  | 12                    |
| 10. New Lines              | 83          | -                                  | 83                    |
| 11. Staff Welfare          | 13          | 2                                  | 15                    |
| 12. Staff quaters          | 27          | 3                                  | 30                    |
| 13. User's amenities       | 20          | -                                  | 20                    |
| 14. Other specific works   | 5           | 5                                  | 10                    |
| 15. Road services          | 10          | -                                  | 10                    |
| 16. Inventories            | 15          | -                                  | 15                    |
| Total                      | 1000        | 525                                | 1525                  |
| 17. Metropolitan Transport | 50          | -                                  | 50                    |
| Grand Total                | 1050        | 525                                | 1575                  |

Source : Fourth Five Year Plan, 1969 to 1974, p. 342.

In so far as the following stock programme is concerned the plan provided for the following additions and replacements :

Additions and Replacements in the Rolling stock programme.

| Items                           | Rolling stock on line at the end of 1968-69 | Programme for IV Plan |              |        |
|---------------------------------|---|-----------------------|--------------|--------|
|                                 |   | Addition              | Replace-ment | Total  |
| Locomotives                     | 11555                                       | 652                   | 607          | 1259   |
| Steam                           | 10046                                       | -                     | 161          | 161    |
| Diesel                          | 996   | 369                   | 389          | 758    |
| Electrical                      | 513   | 283                   | 57           | 340    |
| Wagons (in terms of 4 wheelers) | 484985                                      | 76982                 | 25340        | 101532 |
| Passenger coaches, Rail cars    | 32729                                       | 3250                  | 3168         | 6418   |
|                                 |   | 50                    | -            | 50     |
| Electric Multiple writs         | 1562  | 596                   | 172          | 768    |

Source : Fourth Five Year Plan, p. 343.

A programme of converting 1500 kilometres of metre gauge line into broad gauge line would be taken as a part of the long terms plan. Doubling of tracks during this plan was proposed on 1800 kilometres. At the early stage of fourth Five Year Plan, new lines construction was in progress and it was estimated to increase to a

length of 1022 kilometres by the end of the Fourth Five Year Plan.<sup>19</sup>

By the end of the IV Five Year Plan a tremendous development had taken place. Modernisation and improvement to signalling telecommunication had been much better. At the end of this plan the multichannel microwave links were operated on 7506 kms. The task of providing basic amenities such as proper booking arrangements waiting rooms and supply of drinking water at all the stations was completed.<sup>20</sup>

Thus the Fourth Plan had given continuous emphasis not only in bringing the rail transport a head of the traffic demands but also on modernisation to improve efficiency of the Railways.

#### Fifth Five Year Plan (1974-79)

The Fifth Five Year Plan was started from 1974-79. The main trends upon which this plan focuses are as follows :

- i) Development of rapid transit system in metropolitan cities where phenomenal growth of industry and commerce had taken place.
- ii) Improvement in financial viability through cost reduction techniques, resource mobilisation, and optimum utilisation of assets.

- iii) Achievement of national self-sufficiency in Railway equipments.
- iv) Longer passenger trains on long distance routes and introduction of coaches with higher carrying capacity.

As a matter of fact all these factors play very important role for adequate functioning and increasing efficiency of the Railways.

For the first three year of the plan the expenditure on railway development was expected to be about Rs. 1149 crores, and for the next two years the proposed outlay was Rs. 1053 crores. By 1978-79, Indian railways were to be equipped to carry an estimated originating freight traffic of 250 to 260 million tonnes. Emphasis was laid on the better utilisation of the existing stock (Locomotives, wagons etc.) and on reducing the turn round time.

Full provisions were made for the completion of ongoing traffic and project oriented lines. Some provision was made for new lines of promotional character to the extent permitted by available resources. The planners expected that by the end of the plan, the Madras-Trivellore section would be fully electrified and the electrification of Waltair-Kirandul and Madras-Vijaiwada sections would have reached an advanced stage.<sup>21</sup>

It should be added that adequate provision was also made for meeting the railways share of investment in Road Transport Corporations. The outlay of Rs. 50 crores was provided for metropolitan rail transport schemes. Whereas the Draft plan had provided for Rs. 2550 crores for railway development, the proposed outlay comes to Rs. 2202 crores as detailed below.<sup>22</sup>

|                       |                        |
|-----------------------|------------------------|
| For 1974-77 (3 years) | Rs. 1149 crores        |
| For 1977-79 (2 years) | <u>Rs. 1053 crores</u> |
| Total                 | <u>Rs. 2202 crores</u> |

During the fifth five year plan development programme consisted of the freight traffic volume to tune of about 330 million of originating tonnage. So that the development of transport infrastructure should not act as a hurdle to the development of other sectors of the economy. In this plan it is also felt to be necessary on the part of the main users of railways namely steel plants power houses etc. to modernise their handling facilities in a bid to reduce detention of wagons to the minimum.<sup>23</sup> Under the Fifth Five Year Plan period it was proposed to electrify about 1800 kms route of the Indian Railways. The question of setting up some capacity power stations for Railways to assist in the uninterrupted supply of electric power on the electrified routes was also visualised in this plan.<sup>24</sup>



The Fifth Five Year Plan was terminated one year earlier when a new Government came into power and it introduced the concept of rolling plan which remained in force till 1980. During this four year period of the Fifth Five Year Plan the railways had broken all previous records of achievement. The electrified routes had increased by more than 12 times. Since the beginning of the Fifth Five Year Plan the number of diesel locomotives had gone up by more than 100 times from a mere 17 in 1951 to 2025 in 1977-78 and electric locomotive by more than twelve times from 72 to 901 at the end of the Fifth Plan. Modernisation and improvement of signalling and telecommunication had also made much head way.<sup>25</sup>

In 1977-78 the passenger traffic was 35 crores as against 12.5 crores in 1950-51. The earning from second class passengers were 557 crores in 1977-78 as compared to 84.47 crores in 1950-51. The freight traffic grew rapidly which from 73.2 million tonnes in 1950-51 had gone up to 210.8 million tonnes in 1977-78.<sup>26</sup>

#### Annual Plan (1979-80)

The annual plan for Railways (1979-80) provided for Rs. 650 crores including Rs. 18 crores for metropolitan transport and Rs. 5 crores for passenger amenities.

New broad and metre gauge line were proposed to be constructed in Assam, Meghalaya, Tripura and Mizoram.

In some states gauge were being converted. A sum of Rs. 42 crores has been provided for the construction of new lines. New sections - Delhi-Mathura Vadodara-Ratlam, and Godhra Anand were to be electrified during the year under review.

### Sixth Five Year Plan (1980-85)

The Sixth Five Year Plan covered the period of 1980-85 and was described as a rehabilitation plan on account of much needed emphasis on renewals and replacements of the Railway assets. The Sixth Five Year Plan also focused attention on different aspects of Railway Development which are as under :

- i) To enhance the capacity for handling the anticipated increase in freight passenger traffic.
- ii) To modernise the railway system in respect of its equipments and practices.
- iii) To promote better utilisation of existing assets and to move further in the direction of self sufficiency in equipments by undertakings increased local production of critical items, and
- iv) To stimulate research and development in the field of modernisation and improvement of technology.<sup>27</sup>

The six five year plan of Railways had a total outlay of Rs. 5100 crores.

At the beginning of Six Five Year Plan there was immediate need of 5680 coaches and 780 diesel and electric locomotives. Under this plan a proposal was made for track renewal of about 14000 km and a new wheel and a axle plant was set up in Bangalore to meet the demand of wheels and axles. For the electrification programme it was proposed to energise about 2,800 kms during this plan period.

During the Six Plan, Development Programme also included conversion of narrow and metre gauge into broad gauge, expansion and modernisation workshops automation of signalling and improvement of telecommunication, Metropolitan Transport projects, better staff welfare and moral passenger amenities and overall improvement of Railway services.<sup>28</sup>

#### Six Five Year Plan

| S.No. | Major Heads                       | Rs. (in crores) |
|-------|-----------------------------------|-----------------|
| 1.    | Rolling stock                     | 2100            |
| 2.    | Workshops and sheds               | 280             |
| 3.    | Plant and machinery               | 230             |
| 4.    | Track renewal                     | 500             |
| 5.    | Bridge works                      | 90              |
| 6.    | Traffic facilities                | 480             |
| 7.    | Signalling and Tele-communication | 90              |

Contd..

|     |                                |     |
|-----|--------------------------------|-----|
| 8.  | Electrification                | 405 |
| 9.  | Other Electrical works         | 20  |
| 10. | New lines                      | 380 |
| 11. | Staff Welfare                  | 30  |
| 12. | Staff quarters                 | 60  |
| 13. | Users amenities                | 25  |
| 14. | Other specified works          | 20  |
| 15. | Inventories                    | 40  |
| 16. | Investment in road services    | 50  |
| 17. | Metropolitan transport project | 225 |

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|       |      |
|-------|------|
| Total | 5100 |
|-------|------|

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Source : Government of India, Planning Commission,  
Six Five Year Plan 1980-85, p. 301.

#### Achievements during Sixth Plan

The total length of the Indian Railways had increased from 53, 596 kms in 1950-51 to 61,650 kms in 1984-85, out of this 6440 kms were electrified by the end of this plan. In matter of rolling stock Indian Railways had 8209 locomotives 19628 coaching vehicles and 205596 wagons in 1950-51 when by the end of sixth plan, the number of locomotives rose to 10,128 and that of coaches and wagons increased to 38,583 and 365390 respectively.<sup>29</sup>

During this plan about 900 kms of new lines were constructed. The freight traffic carried 264.76 million tonnes in the terminal year of the sixth plan. The freight revenue was 236.4 million tonnes in 1984-85 as against 73.2 million tonnes in 1950-51. During this plan 1499 kms of metre gauge routes have been converted into broad gauge and 681 kms of double line were completed during this plan. Nearly 26000 quarters had been added during the sixth plan period.<sup>30</sup>

#### Seventh Five Year Plan

The Seventh Five Year Plan had been drawn in the light of view observed by several committee like Rail Traffic Enquiry Committee, Railway Reform Committee, Transport Policy Committee, Working Group of Energy Policy Committee and lastly the Parliamentary Committees.

The main objectives of this plan were to meet Rail Transport needs of urban and rural areas and to provide transport infrastructure necessary for the growth of the economy and accessibility to the remotest backward areas and this needs the integrated development of all modes of transport.<sup>31</sup>

Seventh Plan also selected areas of Railway development and gave priority to electrification of high density routes. Introduction of heavier trains, development of

rapid handling terminals, improved maintenance facilities and practices and adoption of computer based information system. In this plan it is also reviewed that in case of delay in the matter of accessibility and opening of areas for development by rail transport, alternative modes of transport which could be more economic should be considered.<sup>32</sup>

During seventh Five Year Plan it is proposed to acquire 96,000 wagons (in terms of four wheels) 6970 passenger coaches 950, electrical multiple units and 1235 diesel/electric locomotives. This plan has a target of about 19,000 to 21,000 kms of track renewal with priority to high density areas. In place of wooden sleepers, concrete sleepers would be used. About 3400 kms would be electrified and preference would be given to the busy as well as high density routes. The capacity of the manufacture of passenger coaches and electric locomotives would be increased and computer based freight information system will be brought into operation.<sup>33</sup>

## Seventh Five Year Plan

(outlay head wise)

| S.No. | Items                                   | (Rs. in crores) |
|-------|---|-----------------|
| 1.    | Rolling stock                           | 4290.30         |
| 2.    | Workshops and sheds                     | 1200.00         |
| 3.    | Mechinery and plant                     |                 |
| 4.    | Track renewal                           | 2500.00         |
| 5.    | Bridge works                            | 284.00          |
| 6.    | Lime Capacity Work                      | 1300.00         |
| 7.    | Signalling and Safety                   | 400.00          |
| 8.    | Freight operation<br>information system | 400.00          |
| 9.    | Electrification                         | 830.00          |
| 10.   | Other electric works                    | 80.00           |
| 11.   | New lines                               |                 |
| 12.   | Staff quarters                          |                 |
| 13.   | User amenities                          | 175.00          |
| 14.   | Staff welfare                           |                 |
| 15.   | Other specified works                   |                 |
| 16.   | Railway Research                        | 75.00           |
| 17.   | Inventories                             | 100.00          |
| 18.   | Metropolitan Transport<br>projects      | 400.00          |
| Total |   | 12334.30        |

Source : Seventh Five Year Plan, p. 215.

A total outlay of Rs. 12,334.30 crores was provided under the various heads during Seventh Plan to enhance the various development programmes of the railways. In January 1987, the Planning Commission approved an additional outlay of 1200 crores to meet the further demands of the Railways.<sup>34</sup>

In 1986-87 the second year of seventh Five Year Plan, the Planning Commission allocated an annual outlay of Rs. 2650 crores for the railways. This year showed a massive increase in freight loading on Indian Railways when the loading increased from 286.4 million tonnes in 1985-86 to 307.31 million tonnes in 1986-87. This comprised 277.75 million tonnes of revenue earning traffic and Rs. 29.56 million tonnes of non-revenue earning traffic which works out an increase of 7.3 per cent during the year. The transport output when measured in terms of net tonne kms reached 223.1 million registering an increase of 8.35 per cent over the last year. The main efficiency indicator viz. net tonne kms. per wagon per day reached all time high 1420 (B.G.) as against 1296 (BG) in 1985-86 thereby showing a further increase of 9.6 per cent.<sup>35</sup>

During the year under review, railway acquired 241 locomotives, 1193 coaches, 96 EMUS and 16,045 wagons (in terms of 4 wheelers). The pace of electrification had also been stepped up and during the year 573 kms were energised against 461 route kms in the previous year. Similarly



3978 kms of track renewals were completed during the year as against 3,578 in 1985-86.<sup>36</sup>

### Impact of Human Resource Development on the Efficiency of Indian Railways

The growth, development and future prosperity of an undertaking depend on the input. Every factor of production is paralysed in the absence of Human element. Hence the human element has utmost importance. The development of Indian Railways is also the result of Human Resource Development. Human Resource Development are perhaps the most strategic and critical determinant of growth. Human Resource Development puts the greater impact on the efficiency of Indian Railways.

The first railway line (32 kms) between Bombay VI to Thana was opened on the 16th April, 1853 by the Chief Justice of Bombay. It had 14 coaches and was driven by 3 engines. Since 16th April 1853 till present day a ocean change has been taken place. Now Indian Railways occupy first position in Asia and is the second largest in the world under single management. The secret of Indian Railways success are Human element. By the energetic efforts of human beings Indian railways are growing tremendously. with the development of Human Resource the Indian Railways are also growing. Better performance energetic production, safety against accident, modern

signalling, high speed locomotives and modern rolling stock of Indian Railways are the achievements of Human Resource. These are the human who have modernised the Indian Railways and have given it a prestigious position in the world of transport. Human Resource Development has made the Indian Railways to advance towards the 21st century.

Railways have brought about many political, social and economic changes in the life of Indian people. India is a vast country inhabited by the people of different castes, creeds and traditions. Railways have united them. The system of administrative machinery has been centralised. In the pre-railway period, disruptive tendencies used to prevail among the various sections of the people, but now a sense of nationality has been born. At any emergent time, troops can be mobilised to the places of disorder and frontier posts to quell down insurrection.

Indian villages have been characterised by self sufficiency and isolation. Formerly could not be brought together on account of a strict caste system, but its evils have been considerably minimised by the introduction of railways. Nobody talks about caste system in the railway compartment or at the booking office where people of different castes rub their shoulders. But instead, they have developed a sympathetic attitude towards one another.

Their social outlook has been broadened by the advent of railways in India. In the pre-railway period it was very difficult, expensive and dangerous for the religious minded people to go on a pilgrimage. Sometimes, they had to abandon their attempts. Railways have provided a very comfortable and cheap means of transport to these places of worship.

Some areas of this vast land were congested due to heavy pressure of population while other were sparsely populated. Railways have encouraged the speedy movement of people from the areas of congestion. By transporting raw materials, coal, etc. railways have stimulated the growth of manufacturing industries. They have accelerated the speed of large scale production in India, and have helped in the distribution of finished goods all over the country.<sup>37</sup>

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## **CHAPTER - V**

### **CONCLUSIONS AND SUGGESTIONS**

## CHAPTER - V

### CONCLUSIONS AND SUGGESTIONS

We are passing through an era of rapid changes and the impact of change is being felt in every sphere of human life. As a result men are becoming increasingly conscious of the need for developing themselves through education, training, Radio, T.V., Computer and other relevant audio-visual technologies. Development is of two types i.e. social development and economic development. Human Resource Development means development of both types. Actually to bring out the best in the man is the essence of Human Resource Development or we can say that Human Resource Development is the process of increasing knowledge, skills capacities and positive work attitudes and values of all people working at all levels in business undertaking.

In modern era the greater emphasis is laid on the H.R.D. It is now a firm belief that the industries can improve their effectiveness, their productivity provided their men are developed. HRD in contemporary times is highly complex sophisticated and difficult. They are not the mass of machine and technical process but a complex of humanity. They are essentially self managing in other words while other resources are managed by people human resources are managed by

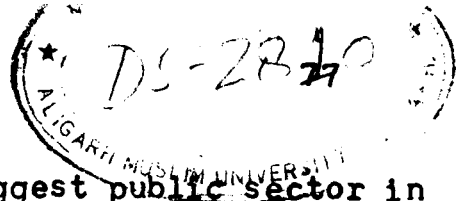
themselves. People themselves decide about the nature time and place of their employment and people react to the changing conditions and to the techniques of management unlike money material and machine.

The Human Resource Development is based on the concept that every human being has some potential to do remarkable things. So we can say that the concept of Human Resource Development refers to the function which a man performs, not the man itself.

Human Resource Development is a multi-dimensional aspect, while some of which are tangible and other are intangible. The former may include creation of a satisfying salary and wage structure for the employees at all levels, spending on training, maintenance of work environment, welfare and social programmes of people, sharing of gains with them, the later cover all such activities which may make their culture more subservient towards the accomplishment of again sational goods. It is on this intangible aspect namely 'the culture' which has also come to be referred as "ethos" or " climate".

The world is changeful, always technological advancement and changes are taking place very rapidly. To meet the requirement of the changing environment of industrial sector human resources need to be refreshed rejuvenate or developed from time to time.





Indian Railways are the biggest public sector in India, and its personnel department is one of the biggest department among all other personnel departments of the Government undertakings. Indian Railway had 1649195 persons under various departments by 1993. All the personnel are given employment under groups i.e. Group A, Group B, Group C and Group D. Under Group A and B gazetted officers are recruited and in Group C and D non-gazetted employees are recruited through various techniques. By 1993, 51,238 personnel were employed in administration, 30,970 in accounts, 417974 in Engineering, 76,686 in signal and Telecom. 1,94,969 in transportation, 114,286 in commercial 440,921 in mechanical engineering, 39120 in stores, 153777 in electrical, 54178 in medical, 59174 in RPF, and 15902 in Railway Board/other Railway officers including R.P.S.F. Besides these Indian Railways employed about 86000 casual labours on open line and projects as on March 31, 1993.

Recruitment is the first step in the employment of labour, and naturally the methods and organisations by means of which labour is brought into industry has a lot to do with ultimate success or failure of such employment.

The recruitment of Group A services is being done by Union Public Service Commission on all Indian basis, lists of the requirement for all services in Group A

replaced before the Railway broad. Forty per cent to fifty percent posts of Group 'A' are filled by promotion of Group 'B' officers who have put in minimum 3 years service in class II on the recommendation of the UPSC.

There is no direct recruitment in Group 'B', vacancies. In the Group B, posts are filled by promotion of Group 'C' staff on the recommendation of the Department Selection Board.

The employees under Group 'C', are directly recruited by the Railway Service Commission, Railway Recruitment Board at 19 places which are locating in different states.

There is a direct recruitment precedures for Group 'D'. It is confined to workshops and production units only, in this case vacancies are first assessed taking into account the number of existing and anticipated vacancies. The assessment is approved by the concerning authority. Then a selection Board is nominated consisting of one Executive Officer of the concerned department, one Personnel Officer and one Officer from the reserved community.

Certain appointments are made on sports ground, compassionate ground and physically handicapped ground also.

After recruitment is made, the training is given to them, so that they can do their job in the better way. Actually training enables an individual to do a job in a correct, effective and efficient manner. Therefore, it is also regarded as the corner stone of sound personnel management. Employees must be systematically and scientifically trained to handle the job. For providing training to the employees Indian Railways have established five specialised training institutions under the command of Railway Board within the country. Railway staff college Vadodara, Indian Railway Institute of Civil Engineering, Pune, Indian Railways Institute of Signal Engineering and Telecommunication Secunderabad. Indian Railways Institute of Mechanical and Electrical Engineering, Jamalpur, and Indian Railways Institute of Electrical Engineering, Nasik are the training institutions.

Almost every area of human being is touched by Indian Railways. It has given its full attention to family welfare too. Indian Railways have recognised that the first essential of life is health, which has received appropriate attention of Government of India as a prerequisite for the national upliftment. Indian Railways which are committed to keep up country life line through round the clock services, by adequate emphasis on their people's physical as well as mental well being. Railways have accepted social obligation of the medical care of

Railwaymen and their families. It is free to charge during their service life and after retirement on normal contribution basis. Indian Railways spend about 2 per cent budget on health and medical services.

The railways recorded a marked improvement in family welfare and expanded programme of immunisation during 1992-93. Personnel were trained in universal immunisation programme.

Welfare schemes of Indian Railways include several amenities such as education, housing, sports and recreation canteen and staff beneficial fund. Indian Railways have opened 685 educational institutions comprising schools and colleges including one residential school at Jhatipani (Mussoorie) 122 hospitals and 672 health units are established, 267 canteens serve subsidised meals and refreshments to employees as their work places. About 40% of staff enjoy the benefit of subsidised housing. More than 6 lakhs employees have been housed. During 1992-93 8,909 staff quarters were electrified, raising the total number of electrified quarters to 5,75,300.

In service matter, the dearness allowance was enhanced from July 1, 1992 and January 1, 1993 to compensate for the rise in the cost of living. The rates of Dearness Relief to Railway pensioners and Family pensioners were also enhanced simultaneously. Cadre

reviews of various Group C and Group D staff were also undertaken. This provides benefit of promotion to a large number of employees. Besides these benefits the Indian Railways provide promotion to their employees for their past performance. Along this promotion penalties are also imposed to employees for their fault and negligence.

Indian Railways not only provide several amenities to their employees but also for itself. For the development of itself the Indian Railways have given a drastic attention too. As it was started on 16th April 1853 with 14 coaches and 3 engines only. Since then till today a drastic change has taken place. Now Indian Railways have a considerable expansion and modernisation. Indian Railways have 4000 Diesel engines and 1980 Electrical engines the number of which were 19628 in 1950-51 now increased upto 42825 and number of wagons which were 205596 in 1950-51 increased upto 95,018. And the route length which was only 32 km in 1853 was increased to 388 electrified and 53,208 kms non electrified by 1950-51 and these route length has increased rapidly. In 1988-89 the electrified route was 8898 kms and 53099 non electrified route. Now upto date the total length route is about 65,977 kms including electrified and non-electrified.

Indian Railways are growing rapidly, better performance, energetic production, safely against

accident, modern signalling, high speed locomotives, and modern rolling stock of Indian Railway are the achievements. And these achievements are gained due to development of human resource. Indian Railways also played very conducive role for the social, political and economic development of the nation.

There is a great risk that unless HRD activities are properly audited and the training programmes are designed to serve the specific needs of different establishments the confidence shown in HRD might be short lived.

It is therefore suggested that the HRD ministry appoint a commission to make detailed study and analysis of the current progress and activities of HRD efforts in India. The commission should also prepare a blue-print and long term plan for strengthening various training establishments and professional bodies in the country.

Another suggestion is that close monitoring of the post-training effort and implementation of the efforts of learning has to be initiated. While the country has spent considerable amount of money on training and development the citizens have a right to know whether the money has been spent wisely. This requires that we encourage HRD professionals to develop systems for evaluating the training programmes and ensuring that

proper safeguards are taken with a view to develop built-in flexibility.

The basic focus of HRD effort is to make human effort more productive. This effort has achieved outstanding success in Japan. The secret of Japanese success lies in integrating and evolving HRD efforts within the cultural and social ethos of the nation. A deep study of HRD success in India clearly takes us to the basic teachings of Buddhism and Zen and Philosophies of Shinto and Confucianism. These philosophies gave a great deal of emphasis on self development and individual excellence in addition to developing team building an international outlook. Our national heritage and religious framework can give solid foundations to the development of HRD effort. The writings of Shankaracharya and Swami Vivekananda contain some of the basic and profound ideas on which a solid foundation or HRD effort need to be developed in India. In addition to the writings of earlier scholars and sages the modern interpretation given by persons like Chinmayananda and Swami Ranganathananda can make a significant contribution to the HRD movement in the country.

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